



US Army Corps
of Engineers

Vol. 27 Issue 10
November 2006

Huntsville Center

Bulletin



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*Mark your
calendar now...*



Health Fair

Nov. 30

9 a.m. - 1 p.m.

Cafeteria

**Huntsville Center's
Holiday Celebration
"Season of Giving"
Friday, Dec. 15**



Photo by Becky Proaps

Supporting worthy cause 'tastes' good

Kim Kirkland, left, puts prices on baked goods brought in to raise money for the Combined Federal Campaign, while Huntsville Center employees peruse what's available. The bake sale raised \$215 for CFC and is just one of several activities scheduled in support of the yearly campaign running through Nov. 17. For more about CFC activities go to page 8.

End-of-year project ensures Fort Wainwright's power plant ready for winter

**By Debra Valine
Public Affairs Office**

The end of the fiscal year may not be the best time to get

tasked with a rush project, but through teamwork and cooperation, it's not impossible to make it happen.

Fort Wainwright, Alaska,

needed large-scale maintenance to its switchgear and breaker system at the power plant and provision

See Wainwright on page 6

Commander's thoughts

In November two days are set aside for all Americans to honor our ancestors and give thanks. We honor veterans on Nov. 11, and we honor America's Pilgrims on Thanksgiving Day. Both days provide us with opportunities to be thankful that we are free and Americans.

Veterans Day started out as Armistice Day. It was on the 11th hour of the 11th day of the 11th month (11 o'clock on Nov. 11) in 1918, that the armistice ending the fighting in World War I was signed. Armistice Day became an official holiday in 1926 and a national holiday in 1938. It was meant as a day to honor veterans of World War I. Armistice Day was changed to Veterans Day on June 1, 1954, to honor all U.S. veterans.

Honoring veterans has taken on special meaning in recent years as we fight the Global War on Terrorism. Our country is more aware than ever that America is free because of the

sacrifices made by service members. I would like to extend that awareness to sacrifices also made by government civilians who serve alongside our service members and the families of service members and deployed civilians.

Thanksgiving Day — since 1863 celebrated on the fourth Thursday in November — is an occasion for us to give thanks for all the blessings we have in our lives. It was started by our founding fathers as a way to give thanks for their first successful harvests. Those early settlers survived a long sea voyage and harsh conditions in an unfamiliar land. With the help of Native Americans living around Plymouth, Mass., the Pilgrims learned to survive. Many of the foods served at that first Thanksgiving feast such as turkey, corn and pumpkin have

become part of our traditional Thanksgiving meal. As you gather with family and friends to celebrate your blessings, I ask you to be safe. If you are driving a long distance, please make sure you get enough rest. And, please, don't drink and drive.

Also during November we can extend our celebration of thanks for the many blessings in our lives by sharing our blessings with others through the Combined Federal Campaign. This year's campaign ends Nov. 17; the Huntsville Center's goal is \$79,818. We're off to a great start, and with your help we will reach our goal.

November also reminds us that the end of the calendar year is near. We successfully closed out fiscal year 2006



Col. Larry D. McCallister

See Commander on page 3

Hails and farewells

Welcome to new employees

— Anita Ayers, Contracting;
Joseph Broyles, Installation
Support Directorate; Wesley
Bushnell, Engineering Directorate;
Thomas Duffield, Ordnance and
Explosives Directorate; Stephen
Evans, Installation Support

Directorate; Michael Fields, Ordnance
and Explosives Directorate; Sheryl
Leeper, Chemical Demilitarization
Directorate; and Brandon Wallace,
Ordnance and Explosives Directorate.

Farewell to Benita Davis, Recovered
Chemical Warfare Materiel Design

Center; Robert Huie, Engineering
Directorate; Norma Jones,
Chemical Demilitarization
Directorate; Mirko Rakigijja,
Installation Support Directorate;
Vicky Spivey, Contracting
Directorate; and James Wilson,
Business Management Office.



US Army Corps
of Engineers

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BULLETIN

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|------------------------------------|---------------------------|
| Commander | Col. Larry D. McCallister |
| Chief, Public Affairs | Kim Gillespie |
| Editor | Becky Proaps |

Huntsville Center contractor employee killed in Iraq

HUNTSVILLE, Ala. — A U.S. Army Engineering and Support Center Huntsville contractor employee was killed in Iraq Oct. 11.

Gerald Lambert, 46, from Brooksville, Fla., died when the vehicle he was riding in was struck by an Improvised Explosive Device. Robinson worked as a security specialist for Special Operations Consulting — Security Management, Inc., which is headquartered in Minden, Nev.

This brings the number of contractor casualties killed while working for the Coalition Munitions Clearance program since September 2003 to 32.

“Our condolences go out to the family,” said Bill Sargent, program manager, Coalition Munitions Clearance Program. “Our personnel

are highly trained and experienced and are doing a superb job, but it remains a very dangerous mission.”

The incident is under investigation.

Huntsville Center is the U.S. Army Corps of Engineers’ Center of Expertise for Military Munitions. Huntsville Center’s Coalition Munitions Clearance Program is responsible for receiving, transporting, segregating and destroying captured or any other munitions posing a danger in Iraq. Storage and disposal of the ammunition is performed at several locations throughout Iraq. To date, more than 400,000 tons of ammunition have been destroyed by the Huntsville Center program, significantly reducing risks to Iraqi citizens and U.S. personnel serving in Iraq.

Commander

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and transitioned to the new fiscal year. As the calendar year closes, we are focusing on changes to the civilian personnel pay system. We continue to work through the changes to implement the National Security Personnel System. We are laying the groundwork through employee and supervisor training sessions, new performance standards and pay scales. Huntsville Center employees will start getting paid under NSPS in January 2007. I appreciate your understanding and patience as we all learn to be successful in this endeavor.

The end of the year also brings the holiday season. Huntsville Center will celebrate the holidays Dec. 15. There will be more information coming out about that. And don’t forget those New Year’s resolutions! We’ll be starting the New Year with a fitness competition. Come join the fun!

The Bulletin asks:

What is your favorite part of the Thanksgiving holiday?



Photo by Michelle Harlan

Johnnie O. Cross
Engineering Directorate
Architectural Branch

Eating all that good food and enjoying the family that comes from out of town for the family get-togethers.

My favorite part of Thanksgiving is spending quality time with family and sharing our blessing with friends. This is one of the few times we ever sit down together at the table at the same time and eat. Thanksgiving is my favorite holiday; this is also the time when we should give thanks for the many blessings we have the privilege to enjoy. In the past we would have AIT (Advanced Individual Training) Soldiers from Redstone Arsenal, (Ala.) who were here for training and who were unable to go home for the holiday over for a nice Thanksgiving meal.

Eating a great meal, watching football and visiting with family.



Photo by Michelle Harlan

Steve Feldman
Office of Council

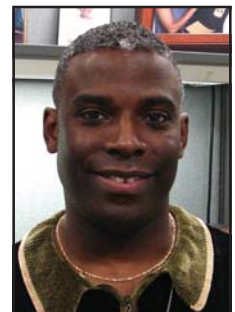


Photo by Michelle Harlan

Jeffrey Davis
Resource Management
ManPower

What pay reform means for managers

By Tim Kaufman
and M.Z. Hemingway
FEDERAL TIMES

When Defense Department managers were preparing earlier this year to usher in new personnel reforms, they knew there'd be a learning curve. After all, most had little, if any, experience setting measurable job goals for their staffs or giving them detailed performance appraisals and then linking pay raises to them.

What they didn't expect was that the new National Security Personnel System (NSPS) would fundamentally change their jobs.

Specifically, in these first months of the new personnel system, managers have seen their workloads grow considerably — in many cases, adding several weeks' worth of additional time onto their schedules. Moreover, at least one organization playing a large role in the NSPS rollout — the Naval Sea Systems Command — is considering redefining the job duties and numbers of its civilian supervisors as a result.

NavSea managers on average spent an extra 100 hours each on additional personnel duties, said Pat Tamburrino, executive director of the command. Those duties include

reviewing employee ratings, studying employee performance plans, advocating for employees and reconciling results across organizations.

And that additional time doesn't count the hours managers spent meeting with their staffs to discuss job performance.

The first test group, or spiral, as the Pentagon calls it, of 11,000 civilian employees transitioned to NSPS on April 30.

But in the months since then, the additional workload imposed upon supervisors was so big that NavSea leaders are considering a new division of labor in which supervisors focus solely on

managing employees and get out of the business altogether of performing nonpersonnel duties, such as ship design and providing combat systems support.

NavSea's Tamburrino said the command likely will increase its employee-to-supervisor ratio for professionals from five employees per supervisor to eight employees, he said. Command leaders will evaluate manpower requirements in 2007 before making the change.

"We value all our supervisors, [but] I'm not sure I need as many because the ones I have, I want to be

See Pay Reform on page 10

More training needed on performance pay

By M.Z. Hemingway
and Tim Kaufman
FEDERAL TIMES

All 11,000 employees covered under the controversial new National Security Personnel System (NSPS) whose job performance is rated above unsatisfactory will receive the same across-the-board pay increase other civilian employees will receive in January.

In addition, employees at or above the "valued performer" level will be eligible for additional performance-based pay raises or bonuses.

Hinging all of an employee's potential pay raise next year on their performance, based on the initial NSPS results, "was a bridge too far," said Pat Tamburrino, executive director of the Naval Sea Systems Command, the largest Navy component enrolled in NSPS.

NavSea headquarters in Washington and Tinker Air Force Base in Oklahoma City are the two largest facilities to transition civilian employees to NSPS.

At the end of this month, both organizations will begin appraising the job performance of thousands of their civilian employees using the new system, and in January performance pay raises will be handed out.

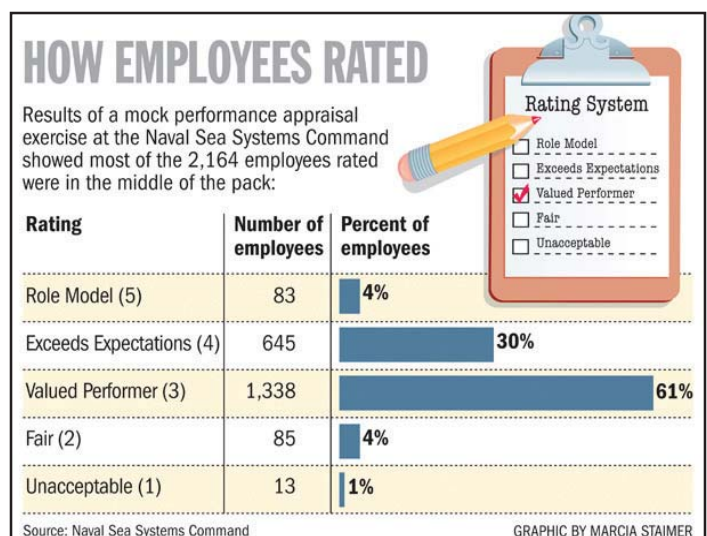
To test their preparedness, both organizations held mock exercises in recent weeks, in which managers completed performance reviews of their employees and raises were

calculated for them.

NavSea leaders said the exercise was promising but showed additional training is needed in how employees and supervisors define job objectives and evaluate performance.

At Tinker, the organization

See More Training on page 7



Huntsville Center learns about NSPS

Huntsville Center employees participated in a series of town hall meetings Oct. 5 as part of the ongoing education process to get ready to transition to the National Security Personnel System in January 2007.

"NSPS is coming," said Center Commander Col. Larry D. McCallister. "It is a DoD-mandated requirement. The goal of NSPS is a more competent, flexible work force that is mission oriented. Pay will be based on performance; the pay bands are broad. There will be accountability for performance at all levels and added flexibility to recruit, develop, motivate and retain our best talent.

"Your job and paycheck will remain the same," McCallister said. "NSPS does, however, put a lot more work on your supervisors."

Don Dixon, director,

Civilian Personnel Advisory Center (CPAC) at Redstone Arsenal, gave employees just enough information about NSPS to whet their appetites for more, which will happen in the training sessions. Employees will receive eight hours of NSPS training; supervisors will receive 16 hours of training.

"The key to NSPS is pay for performance," Dixon said. "NSPS

- Recognizes and reward employees based on contributions to the mission.
- Opens communication between employees and supervisors.
- Encourages employees to take ownership of their performance and success.
- Promotes broader skill development

and advancement opportunities in pay bands."

For more information about NSPS, click on the NSPS button on the Huntsville Center Web site.

To find out how your pay will convert from General Schedule to NSPS, you can go to the Web at: <http://www.cpms.osd.mil/nsps/conversion/index.html>.



Photo by Debra Valine

Margaret Simmons, Office of Counsel, left, helps Anita Norton, Resource Management, with the "write an objective" exercise during the National Security Personnel System (NSPS) training conducted Oct. 25 at the Bevill Center. All employees are required to attend the eight-hour training session — supervisors must attend a 16-hour training session — prior to Jan. 21, 2007, when the Huntsville Center will begin using NSPS.

NSPS Web site keeps federal employees up to date with new information

A new article reporting results from the May 2006 Status of Forces Survey-Civilian (SOFS-C) can be accessed from the NSPS home page (<http://www.cpms.osd.mil/nsps>). The survey is the first to capture work attitudes of the NSPS Spiral 1.1 work force. The complete article is on the Feature Stories page at http://www.cpms.osd.mil/nsps/feature_stories.html.

The NSPS Web site has also been

updated with three new fact sheets that support the performance management cycle: 1. Performance Management Overview Fact Sheet; 2. Writing SMART Job Objectives Fact Sheet; and 3. Writing Effective Self Assessments Fact Sheet.

To view these fact sheets, use the pull-down menu in the Resources area of the NSPS home page. The fact sheets are also available on the Performance Management page of the site at <http://www.cpms.osd.mil/>

[nsps/performance_management.html](http://www.cpms.osd.mil/nsps/performance_management.html).

DoD has expanded Targeted Local Market Supplements and Schedule #2 lists are now posted. Click on the Pay Tables in the Resources area of the NSPS home page to view the revised Local Market Supplements. Or, visit the Classification page of the Web site: <http://www.cpms.osd.mil/nsps/classification.html>.

(This information is from the NSPS Web site.)

Fort Wainwright

continued from page 1

of a backup power source for the power plant before winter began. The Installation Management Agency contacted the Engineering and Support Center in Huntsville, Ala., to manage the project.

Work started on the \$409,000 project in June with a deadline to have the maintenance completed by Oct. 1 — before winter set in. The Oct. 1 deadline was critical because of the possibility of an electricity shortage due to one of the steam turbine generators being out of service this winter.

“The project went smoothly,” said Pat Driscoll, the chief of Utilities for Public Works at Fort Wainwright. “The Huntsville Center was wonderful to work with; I was impressed with the professionalism displayed by John (Trudell)

and Mark (Allen).”

The power plant was operational before, during and after the repairs, Driscoll said. “This maintenance provides us with the reliability to get through the upcoming harsh weather conditions.”

Partners in the project included IMA; Fort Richardson, Alaska, Directorate of Public Works; Fort Wainwright, Alaska, Directorate of Public Works; Engineering and Support Center — Huntsville, Ala.; Golden Valley Electric Association (GVEA); and contractor partner Ameresco Solutions, Inc., of Charlotte, N.C.

“Everybody pulled together to make it happen,” said John Trudell, project manager with the Facilities Repair and Renewal Program, Project Management Directorate, at Huntsville Center. “The reason this effort has been

accomplished is that everyone working on the project executed their part very quickly and competently. If it weren’t for every one of these people, we could not have met the deadline. Contracting did their part to get the contracts and mods out. Resource Management obligated and approved funds. The Engineering Directorate’s Electrical Branch wrote the scope of work and provided technical expertise. GVEA and Ameresco mobilized their forces and accomplished a great deal in a short time.”

“I wish all military construction could run as efficiently as your section (Huntsville Center) accomplishes the business at hand,” said Allan Lucht, director of Public Works, U.S. Army Garrison, Alaska, in an e-mail to Trudell.

“Testing and commissioning took place the week of Sept. 18 so that

the switchgear and backup power source would be in full operation by the deadline,” Trudell said. “If one of the breakers had failed, it could have caused a domino effect and loss of power for the whole system. Fort Wainwright could not function if that happened in the middle of the winter.”

Maintenance had not been done on the full switchgear in a number of years, Trudell said. The switchgear that needed repair provides power to the entire installation. “If it doesn’t work, it needs to be repaired quickly,” Trudell said. Maintenance and repairs had been made only as necessary to keep the system operational.

“These breakers and relays had been originally built in the 1950s, so we had to make sure they operated properly and that Fort Wainwright had extra breakers on hand in case they needed them,” Trudell said. “We rebuilt the ones in the plant and got some spares of the same vintage from Eielson Air Force Base (Alaska).”

Golden Valley Electric Association, the local utility company, was an integral part of this effort, moving quickly to put in an emergency transformer and feeder to provide backup power for the post, Trudell said.

With this maintenance completed and tested, the power plant at Fort Wainwright is ready for winter.



Photo by Brad O'Banion, Ameresco Solutions Inc.

Huntsville Center managed the \$409,000, four-month project to overhaul the breakers, left, and the Switch Gears, cabinets on the right, before the Oct. 1 deadline.

Employee rewarded

Col. Daniel Gallagher, left, from the Defense Contract Management Agency presented the Patriotic Employer certificate to Chuck Twing, center, chief of the Recovered Chemical Warfare Materiel Design Center, for his support to Lt. Col. Allyn Allison, right, who is serving a 179-day-tour with the U.S. Army Reserves as a program management officer conducting post contract award quality assurance and contract oversight on the Terminal High Altitude Area Defense missile system. At Huntsville Center, Allison is a project manager in the Recovered Chemical Warfare Materiel Design Center.



Photo by Andrea Takash

More Training

continued from page 4

undertaking the largest conversion to NSPS with nearly 2,500 employees, the mock drill similarly demonstrated that supervisors need to refine employee job objectives, make sure they're measurable, and link them to larger organizational goals and missions.

"Performance objectives are the backbone of a fair system with justifiable and defensible assessments," said Dejuana Howie, the NSPS program director at Tinker. "This comes out very clear in the mock."

The NSPS statutes require that overall compensation of employees be equal or greater than what it would have been if they hadn't converted to NSPS.

The money used to provide across-the-board pay increases won't be included among the funds — or "pay pools," as the Pentagon calls them — used to pay for performance raises. Rather, the pay pools will be

comprised of money that would have gone to within-grade increases, quality step increases and promotions.

In subsequent years, some or all of the across-the-board pay raise given to employees outside NSPS could be factored into the pay pool, said Joyce Frank, spokeswoman for NSPS.

At NavSea, 95 percent of employees were rated as valued performers or higher under a mock performance rating exercise early last month. Employees rated at or above valued performers are eligible for performance-based raises or bonuses under NSPS.

In the mock drill, performance ratings generally followed a bell curve — most employees were rated in the middle of the five-level performance scale.

"It kind of fits what you would expect in a large organization. Most people are really good and they come to work and they do a really fantastic

job. And there's probably a set of people that live on either end of that spectrum," Tamburrino said.

Under the mock exercise completed Oct. 2, employees wrote self-evaluations just as they will at the end of the appraisal cycle. First-line supervisors also completed performance assessments and recommended performance ratings for their staffs that were then evaluated by a panel of supervisors. Those supervisory panels, known as pay pool panels, set the final ratings and determined how many shares will be allocated to each employee.

In the NavSea exercise, the average rating across the agency was 3.3 and the average shares allocated were 2.2. The value of each share wasn't calculated for the purposes of the mock exercise.

(This article ran Oct. 9 in the FEDERAL TIMES and has been reprinted in its entirety with permission from the FEDERAL TIMES.)

Huntsville Center ***FIRED UP!*** for



Photo by Debra Valine

From left, Chiquita Goodloe-Suggs, Internal Review; Anna Griggs, Installation Support Directorate; and Kim Everage, Chemical Demilitarization Directorate, dish up chili for Huntsville Center employees during the Chili Cook Off held Oct. 26 to raise money for the Combined Federal Campaign. Kim O'Donnell, Internal Review, won first place in both categories: Best Tasting and Most Unique. The Chili Cook Off and Bingo raised \$502 for CFC.



Photo by Andrea Takash

Heather Holder, Installation Support Directorate, won one of 13 baskets given as prizes to the Bingo game winners. The Chili Cook Off and Bingo, held Oct. 26 raised money for CFC.

**By Debra Valine
Public Affairs Office**

The Huntsville Center kicked off its annual Combined Federal Campaign Oct. 4 and employees are FIRED UP for the Tennessee Valley CFC that runs from Oct. 9 – Nov. 17.

The Huntsville Center goal for 2007 is \$79,818. Last year, nearly 47 percent of Huntsville Center employees contributed more than \$80,000 to CFC.

Col. Larry D. McCallister, commander, Huntsville Center, encouraged everyone to contribute something to CFC. He said every dollar counts.

“Even if your donation is the cost of one lunch at a local fast food restaurant per pay period — that’s \$5 per pay period or \$130 a year,” McCallister said. “You wouldn’t even miss that amount from your paycheck.”

“CFC is about helping others,” said Donna Johnson, coordinator for the Tennessee Valley Combined Federal Campaign. “It is much more than a monetary goal. We want to send out the message that the federal work force cares about the community and quality of life we live.

“CFC is not just about helping poor



Photo by Andrea Takash

Sharon Phillips, Information Management Directorate, drops her spare change into the fish bowl to help raise money for the Combined Federal Campaign. The bowl will be in the hall until Nov. 17. When you walk by just drop any loose change you have into the bowl.

r Combined Federal Campaign

people,” Johnson said. “Every one of us has been affected in some way by cancer, heart disease, diabetes, sickle cell or any number of other health issues. It’s either happened to us or to a member of our family or to friends or co-workers.

“It takes every one of us to make a difference,” Johnson said. “Please do not wait until someone you love needs help before you do something.”

Huntsville Center’s CFC keyworkers still have the pledge cards, brochures and answers to any questions you may have about CFC. They have organized fun events to raise money, such as the canned food drive in September that raised \$632 for the Food Bank of North Alabama, the bake sale on Oct. 5 that raised \$221 and the Bingo and Chili cookoff Oct. 26 that raised \$502.

“Other activities include a penny jar set up in the lobby where employees can deposit spare change that will be donated to CFC; karaoke and pizza day will be Nov. 9; a silent auction will be held Nov. 13-14; and box lunches will be for sale every Wednesday,” said Arnecia Bradley, the Huntsville Center’s Financial Chair for CFC. “I would like for everyone to participate in at least one activity.” There will also be a Penny War Nov. 13-17.

For more information about CFC, check with your section keyworker. You also can click on the CFC button on the Huntsville Center Web site or call Arnecia Bradley, 895-1608, or Debra Valine, 895-1235.



Photo by Becky Proaps

Debra Valine, left, cuts open the box containing the names of Huntsville Center employees who donated food to the food drive held Sept. 12. Richard Hartz, agency coordinator for the Food Bank of North America prepares to pull the winning name of the 59 minutes off out of the box. Brenda Pinkerton was the lucky winner. Huntsville Center employees donated 494 pounds of food during one of the first CFC activities held this year.



Photo by Becky Proaps

Arnecia Bradley, left, Huntsville Center’s financial chairperson for CFC this year and April Rafael-Adams, center, lead Col. Larry D. McCallister, right, Huntsville Center commander, and a cafeteria full of Huntsville Center employees in a rousing rendition of “We Are Family” during the CFC kickoff ceremony Oct. 11.

Pay Reform

continued from page 4

supervising,” Tamburrino said.

He said he wants supervisors to focus on coaching, leading and monitoring employees’ work — and not do the command’s work themselves.

One NavSea manager, who asked not to be identified, said he supports the change so long as managers aren’t financially punished for it.

“Every manager I know either hates managing and thinks it takes away from their ‘real job’ or loves it and wishes they could devote more time to it,” he said.

Tamburrino said he told supervisors during an August meeting that things would be different under NSPS.

“We told them, your life is going to change under NSPS. You will have to spend a large amount of time in the act and process of being a supervisor. You can’t do this on the fly. You can’t do this with a five-minute conversation. You just can’t,” Tamburrino said.

Dejuana Howie, the NSPS program director at Tinker Air Force Base in Oklahoma City, where nearly 2,500 employees are under the new system, said managers there expected a steep learning curve. Her office is monitoring feedback from managers on their additional workloads, but the base has no plans to reshape the work force, she said.

Under NSPS, managers rate each employee on detailed aspects of their job performance and conduct multiple face-to-face performance and professional development meetings with each employee. Managers are also judged on how well they evaluate performance.

“Planning, developing, monitoring and rating employees is something supervisors have always done but it is a bit different now with assigning shares,” she said. To reward performance, managers assign each employee between zero and six “shares” of a funding pool

dedicated to performance pay raises for a group of employees. These shares determine how big a raise each employee will get in that group — or “pay pool,” as the Pentagon calls it. Pay pools may consist of anywhere from 50 to 300 employees.

One of the biggest challenges for managers has been in defining job objectives for their staffs. In many instances, objectives were written either too narrowly or too broadly, which made it difficult to fairly evaluate performance.

“Some people would say, I’m going to deliver the ship design Sept. 1,” Tamburrino said. “Well, if it’s written that way, what if Sept. 2 comes around and you didn’t deliver the ship design? Did you meet the

objective, or did you not meet the objective? We’d say there’s probably huge work that was accomplished and the objective is probably 95 percent met. That’s not a good objective.

“Some people just wrote, I’m going to work on a ship design. Well, why? What’s the priority? When? What aspect? What’s the quality standard to which you’re working on?”

Before launching NSPS, NavSea officials had surveyed objectives for all employees to ensure they were written fairly across occupations and they published a list of what they thought were the best. But after reviewing employee performance evaluations recently after a mock exercise, they realized more work was needed to set reasonable and measurable job objectives.

“It was a real ‘aha!’ moment for just about every pay pool,” said Sharie Bourbeau, deputy commander of corporate operations for NavSea. “I won’t say we had bad objectives, but . . . we needed to refine some of them. A lot of what we do will span many years, so maybe we need to be able to

measure progress.”

Based on the mock exercise, objectives were rewritten and another catalog of best objectives will be published for employees and supervisors to use in setting objectives for next year.

Under NSPS, employees and supervisors are trained to set job objectives using the SMART rubric: that is, objectives should be Simple, Measurable, Achievable, Results oriented and Time bounded. Employees and supervisors now are being scheduled for refresher training.

“We want people’s performance tied to the mission, but we don’t want to have them make these overly cumbersome or restrictive so they can’t get any credit at the end of the day,” Tamburrino

said.

The mock exercise also showed the need for additional training to help employees evaluate their own performance and help supervisors assess employees’ performance. Many NavSea employees are reluctant to boast of their accomplishments, and Tamburrino said he is pressing them to be more proactive in bragging about their contributions.

NSPS’ second wave of employees — 66,500 non-bargaining unit employees from across the department — will begin to convert this month and finish by the end of January. Tinker’s nine fellow Air Force Materiel Command bases will deploy NSPS to more than 10,000 non-bargaining unit employees during this time, Vice Commander Terry Gabreski told senators in September. Tinker’s deployment strategy will be their guide, but each base will be tailoring NSPS to fit its needs, he said.

(This article ran Oct. 9 in the FEDERAL TIMES and has been reprinted in its entirety with permission from the FEDERAL TIMES.)



Removal by relocation eliminates unneeded structures at no cost to installation

By Debra Valine
Public Affairs Office

FORT HUACHUCA, Ariz. — A public sealed bid sale of unneeded structures held at Fort Huachuca Aug. 25 and 26 resulted in the installation removing seven unneeded structures from its real property inventory at no cost to the installation.

“It worked out very well,” said Paul Kays, the Installation Facilities and Space Utilization Officer with Fort Huachuca’s Directorate of Public Works. “I was very pleased with the way everything went. All the major buildings we wanted to get rid of, we got rid of. The sale helped us meet our goals for reducing some of the old structures.”

Fort Huachuca DPW worked with the Huntsville Center and the Corps of Engineers Los Angeles District on the sale. Huntsville Center’s Facilities Reduction Program, part of the Installation Support Center of Expertise, helps installations find the most cost-effective and environmentally friendly way to remove unneeded or unwanted structures.

Using a centrally funded, locally executed process, the Huntsville Center provided the funds and the on-site engineer organized the sale.

“The original budget request to remove these facilities using conventional methods was \$156,000,”

said Michael Norton, the FRP program manager. “It would cost us \$6 - \$7 per square foot to remove those buildings. We looked at it in our Best Practices Toolbox (<https://frptoolbox.erd.usace.army.mil/frptoolbox/index.cfm>) and the answer was to allow the public to bid on them. This is just another way to save money and the environment.”

FRP estimated the cost using conventional methods would be \$77,500.

The IMA Sustainability policy requires that facility removal be accomplished in such a fashion as to reduce the negative impact on the environment.

The Army Environmental Center requires that 50 percent by weight of all demolition debris be diverted from the landfill. By removing the installations from Fort Huachuca via relocation, the project resulted in 100 percent diversion of material.

“We tried a process here that went very well,” said Nancy Mehaffie, the project

manager from the Los Angeles District. “We sold the buildings, so it was a success.

“The people who showed up here were very enthusiastic,” Mehaffie said. “One guy bought four or five buildings. He plans to

get rid of because of its age. It turned out the bidder got it for \$10 and he will pay to have it hauled off. It will work out well for him.”

“The installation and the Corps of Engineers did a very good job orchestrating the auction, advertising



Courtesy photo

Nancy Mehaffie, right, Corps of Engineers project manager at Fort Huachuca, Ariz., and successful bidder, Russell Jennings, owner of the Tombstone RV Resort, discuss the structures available for sale Aug. 25-26 at Fort Huachuca. Jennings bought a double-wide trailer to convert into motel rooms.

share them with his neighbors. He just asked them to help him remove and divide the buildings.”

The bidders were also enthusiastic about the prices they paid for the buildings, she said.

“One of the buildings sold is a trailer that is being moved to Tombstone where it will be used in a recreational vehicle park,” Mehaffie said. “We thought that one would be hard to

included outstanding coverage and the television ad was excellent,” said Tom Richter, one of the purchasers. “The purchasers had a wonderful relationship with the coordinators who were flexible.”

Mehaffie said she has had some of the people tell her they are looking forward to more buildings being auctioned. “We still have some to get rid of — as people move out of them.”

Civilian News Briefs

Mail early overseas to avoid delays

The dates for mailing items to and from overseas locations in time for the holidays are fast approaching. The recommended mail deadlines for sending mail from the United States to all overseas military mailing addressees for the holidays are: Parcel post — Nov. 13; Space-available mail — Nov. 28; Parcel-airlift mail — Dec. 4; and Priority and first-class letters or cards — Dec. 11. These dates can also be observed by customers sending mail from overseas locations to the United States. Customs forms are required on all international mail, and shipments should be properly packaged before sending them overseas. Strong boxes and good internal packing is important. Styrofoam popcorn and newspaper make great packaging material. Nylon-fiber reinforced tape is also good. While the United States has restrictions on mailing items such as poisons and weapons, other countries have their own restrictions for what can be mailed. Perishable items and things such as batteries, hazardous materials or weapons should not be

mailed. Items such as coffee or tobacco are restricted to certain locations. If there is any question about an item, customers should always check with their local post office. Because of security restrictions, mass-mailing operations such as Operation Dear Abby or the “Any Service member” mailing program are no longer being supported.

Planning to retire soon?

If you are preparing to retire, please note that the Army Benefits Center-Civilian (ABC-C) strongly recommends that you submit your retirement application package to them within 90-120 days of your intended retirement date. Your early submission will help to ensure a timely receipt of your first annuity payment from the Office of Personnel Management. For more information on retirement, visit the ABC-C Web site at <https://www.abc.army.mil> and check out the Guide to Retirement at <https://www.abc.army.mil/Information/ABCRetirement/Information/RetirementGuide.doc>.

Consolidating installation management for more effectiveness, efficiency

Installation Management Command created

The Installation Management Command (IMCOM) is being created to further consolidate Army installation management under a single Direct Reporting Unit, charged with providing critical installation support services to Soldiers and mission commanders.

This initiative is part of the Army’s effort to reorganize its commands and specified headquarters to obtain the most effective, efficient command and control structure for supporting the Modular Force.

Centralized installation management first came to the Army in 2002 with the activation of the Installation Management Agency (IMA), a field operating agency with a two-star director. Headquartered in Arlington, Va., IMA administratively grouped the installations under seven regions, each

directed by a senior executive civilian or a one-star general.

The Army Environmental Center will be re-designated Army Environmental Command and the U.S. Army Community and Family Support Center (CFSC) will be re-designated Family and MWR Command (FMWRC) — subordinate commands — under Installation Management Command. The new Installation Management Command will consolidate the current four Installation Management Agency regions within the United States into just two — to be located at Fort Sam Houston, Texas, and Fort Eustis, Va.

The new command is the next logical step in the evolution of IMA, according to Lt. Gen. Robert Wilson, the current ACSIM, who became the commander of IMCOM on Oct. 24.

He adds that retaining [CFSC and AEC] as distinct commands capitalizes on the brand name trust and confidence the two organizations enjoy throughout the Army.

IMCOM is the Army’s executive agent for implementing the BRAC recommendations, as well as for providing facilities for Soldiers and units relocating under the Army’s huge transformation initiative. IMA executed over a half-billion dollars in 2005 and 2006 in barracks improvements.

IMCOM headquarters will move from Virginia to Fort Sam Houston, Texas, in 2010, as part of the 2005 Base Realignment and Closure (BRAC) process. IMCOM will also consolidate the four existing continental U.S.-based IMA regions into two.

(This information is from the U.S. Army Stand-To! Web site.)

Yellow cylinder offers valuable info

By Andrea Takash
Public Affairs Office

Two tests conducted at Tyndall Air Force Base, Fla., in September resulted in valuable information being gathered that will help develop methods to stop the spread of an explosion and lessen the damages.

The U.S. Army Engineering and Support Center, Huntsville works closely with the Engineer Research and Development Center to find and test new technologies that can be used on military munition response sites to lessen the effects of a detonation.

As part of the Ordnance and Explosives Innovative Technology Program, Dr. Michelle Crull, a senior civil engineer in the Advanced Technology Branch, and Mo Bryant, an Engineering Department of Army intern, traveled to Tyndall to participate in the testing of an Explosives Ordnance Disposal (EOD) Disrupter Containment Cylinder, which was developed by Creative

Building Products, based in Fort Wayne, Ind.

"The EOD Disrupter Containment Cylinder was tested as a possible solution for mitigation during demolition (blow-in-place) of munitions on military munitions sites," Crull said.

The team conducted two experiments on the containment cylinder.

"The first experiment tested the containment cylinder, which was filled with approximately 100 gallons of water," Bryant said. "We also used an 81 millimeter munition, which contained approximately 2 pounds of explosives. To determine if the fragment was contained, a sheet steel structure was built around the center of the munition. The hole in the top of the containment cylinder was covered with sandbags after the munition was placed on the ground in the center of the ring. The munition



Photo by Michelle Crull

Mo Bryant, an Engineering Department of Army intern, fills the containment cylinder with water before the second experiment.

was placed on top of the ground and detonated by a 5,000 volt charge from the range control building."

After the detonation, the team examined the containment cylinder and determined it did not meet the requirements.

"The containment cylinder was penetrated on the outside wall, as well as the steel witness panels. Thus, the mitigation structure was unsuccessful in containing the fragments from the explosion," Bryant said.

During the second experiment, the team tested a larger containment cylinder, which was filled with approximately 500 gallons of water.

"For the second experiment, we used a 105 millimeter munition that contained approximately 5 pounds of explosives. The only other difference from the first experiment was that

we used a bigger steel structure around the center of the munition," Bryant said.

The second experiment also failed to hold the fragments.

"In the second experiment, the containment cylinder was penetrated on the outside wall as well as the steel witness panels. Thus, the mitigation structure was unsuccessful in containing the fragments from the explosion," Bryant said.

Even though, the containment cylinder did not contain the fragments in either of the experiments, Bryant and Crull said the testing produced useful results.

"These particular containers did not fully mitigate the fragments so we will not be adding them to our Ordnance and Explosives toolbox. But that's why we test things," Crull said.



Photo by Michelle Crull

The team from the Engineer Research and Development Center in Vicksburg, Miss., measures the width between the posts in preparation for building the sheet steel structure around the center of the munition.

Army completes binary chemical treatment

PINE BLUFF ARSENAL, Ark.

— The U.S. Army Chemical Materials Agency has completed operations at the Binary Destruction Facility here.

In a campaign that began in December 2005, the agency's Non-Stockpile Chemical Material Project and contractor Teledyne Brown Engineering neutralized the binary chemical precursors QL and DF.

Binary munitions were designed to combine two non-lethal ingredients while in flight to a target to create chemical agent. QL, or diisopropyl aminoethylmethyl phosphonite, would have combined with another chemical to form the nerve agent VX. DF, methylphosphonic difluoride, was designed to combine with another chemical to form the nerve agent sarin (GB).

Only one binary munition type, the M687 GB projectile, was manufactured; none were used. The original binary program closed in 1991 under terms with the USSR. This agreement ended both nations' chemical weapons production and development.

The neutralized binary materiel will be destroyed at a commercial treatment, storage and disposal facility in Texas by December 2007.

Laurence Gottschalk, Non-Stockpile Chemical Materiel Project Manager, said he is proud of the team of contractors and government employees who completed the project.

"We're proud to have achieved the destruction of this binary materiel," he said. "We can credit this

achievement to the hard work of many people. This milestone is another step toward CMA's goal of the complete, safe elimination of chemical warfare materiel."

The Binary Destruction Facility is housed in the only remaining Integrated Binary Production Facilities (IBPF) building. The other IBPF buildings have been destroyed in compliance with U.S. treaty requirements. Workers are now preparing for demolition of the final IBPF structure, which will complete the U.S.' requirement to destroy all of its former chemical weapons production facilities.

(This information is from a news release on the Chemicals Materials Agency Web site.)



Health & Fitness Fair

NOV. 30
9 A.M. — 1 P.M.
CAFETERIA

FEATURING A DEMONSTRATION
BY MASTER YONG LEE
9TH DEGREE BLACK BELT
GRAND MASTER

FLU SHOTS AVAILABLE
BLOOD PRESSURE READINGS
CHOLESTEROL SCREENING
BONE DENSITY TESTS
BODY FAT ANALYSIS
ALLERGY SCREENINGS
MASSAGES

COMMUNITY VENDORS
ON SITE
FIT WEIGH
HUNTSVILLE HOSPITAL
CRESTWOOD HOSPITAL
BREAST CENTER
AND MANY MORE

ORGANIZED BY FITNESS FOR YOU DIRECTOR, MARSHA RUSSELL. FOR MORE INFORMATION CALL 895-1108.



Participation in research project could benefit your work team

**By Becky Proaps
Public Affairs Office**

Everyone has worked with a group or used the team approach to complete a project, whether it was in high school, in college or in the office. Many times, one or two people do all the work while everyone in the group receives the credit. Sometimes the team is very successful and accomplishes its goals; other times it isn't successful and doesn't accomplish its goals.

But what makes a team successful? Why do some teams perform better than others? Richard Suever, chief of the Civil Structures Division in the Engineering Directorate at Huntsville Center decided this would be the perfect topic for his doctorate research project. He is pursuing a PhD in Engineering Management at the University of Alabama, Huntsville.

"I was interested in the area of team performance and how a team knows whether or not it is a high performing team," Suever said. "Teams must have a combination of team effectiveness (how they do what they do) and team performance (what they do) to be a high performance team. In other words, a team must work together well as a team and produce something of value to the

organization or the customer if it is truly high performing. You could have a team where the members enjoy working together but they don't produce anything of value. On the other hand you can drive a team hard to produce something but the members hated the journey. Neither case would be considered high performance but past research has defined team performance in terms of one or the other dimension, not a combination of the two."

Before he could get approval of his project topic from his PhD committee, Suever was required to do a short three to four-week pilot study.

The call went out for teams willing to participate in the pilot study. Two teams, the Access Control Point Team in the Installation Support Directorate and the Coalition Munitions Clearance Team in the Ordnance and Explosives Directorate agreed to participate.

"The requirements were simple. Each member completed a short questionnaire to collect demographic information. The team leader provided some demographic

information about the team," Suever explained. "Each Friday all members went to a Web site and completed an 11-question survey about their team for the week.

Suever is now looking for

four or five additional teams within Huntsville Center to volunteer to be part of his year-long study. He would also like to get a mix of product line and functional teams

in order to identify any differences between the two.

"Any understanding of how teams perform and the types of things that may impact that performance is beneficial to me and the other managers in this organization," Suever said. "I have teams that work for me, I participate on other teams, and I work with other teams as part of my job so the insights I obtain from this research help me perform better in all those roles."

The year-long study requires a small time commitment from each team but the dividends gained could be very advantageous to the teams' success.

"This research will help each team maintain a high level of performance. When you are working as a group to produce something of

value to the customer and organization, it is a rewarding experience for all," Suever said. "The research is only as valid as the participants are honest in their evaluation of how the team is doing. The pilot showed that the team members were willing to do that. The team will benefit at the end of the research when the team learns about their results.

Part of the research evaluates the use of statistical process control methods to monitor team performance.

"If the research indicates that statistical process control methods can be used, a manager could effectively monitor how a team is doing and be able to address issues affecting team performance early on because team success scores would start to drop off some time before the team was beating on the manager's door asking for help," Suever said. "A side benefit would be to see how many times different events happen to a team and how team performance is affected by those events.

If you are interested in participating in the team research, please contact Suever.

"The biggest benefit is that the experience of teams here at the Huntsville Center will make a significant contribution to what is known about team performance," Suever said.



Photo by Becky Proaps

Richard Suever

Ethics Corner

Contractors and use of fitness centers, special awards

**By Margaret Simmons
Office of Counsel**

Who can use the fitness center? It is right here in our building and many employees think that anyone who works in the building should be allowed to do the screening and take advantage of the facility.

A lot of folks have asked me why we don't let the contractors who sit in the building use the fitness center. They think it's not really fair to the contractors.

I need everyone to understand that just because a contractor sits in our building it doesn't give them any special rights or privileges over a contractor who is located in Texas. The laws are very clear that contractors are governed by the terms of their contracts.

Contractors are paid in accordance with wages that, for service contracts, must meet the Service Contract Act Wage Decision for that particular area. Contractors can choose to pay for their employees' health benefits and

give them vacation, or they can pay their employees that amount as a "fringe benefit" and not provide the benefits themselves. If the contractor wants to provide access to fitness centers, or otherwise provide a health club benefit for their employees, then that is an expense to the contractor, of which a portion would be attributed to our contract in his overhead or general and administrative (G&A) costs.

We cannot spend appropriated funds so a contractor has access to a fitness facility. True, we have contractors who sit in our building. However, the majority of the contractors who work for Huntsville Center are not in our building and many are not even in Alabama. Any contractor performing work for us anywhere would have to be allowed the right to come to Huntsville and have access to the fitness facility, if even one contractor was given that privilege.

Appropriated funds are to be spent for specific purposes. We are not allowed to give a contractor an "on-the-spot" or "special act" award because their awards are based on how the contract is structured. They may

earn a special incentive fee to do something over and above what is required, or they may earn another year's worth of work, or receive an exceptional performance assessment.

We also cannot give them a commander's coin if the coin was purchased with appropriated funds. Awards are statutorily based.

There is a statute that governs awards for military and one that governs awards for civilians. There is no statute that gives us authority to give awards to contractor employees. We can give them a letter of recognition. We can award them a contract. But we cannot give them an "award."

So, while I do understand the appearance that we are not being fair to the contractors in our building, the reality is that we are following the law, and we are being fair to all our contractors. Sometimes an agency has the discretion to allow things, but this is one area where there is no discretion for the agency. I know it may seem unfair, but under the existing laws and regulations, it is the only answer.

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